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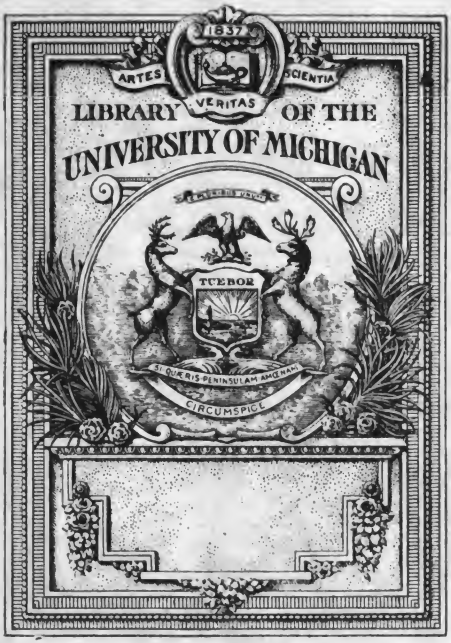
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1. ORGANIZATION, TRAINING, AND MOBILIZATION OF A FORCE OF CITIZEN SOLDIERY.

2. METHOD OF TRAINING A CITIZEN ARMY ON THE OUTBREAK OF WAR TO INSURE ITS PREPAREDNESS FOR FIELD SERVICE

PREPARED BY THE WAR COLLEGE DIVISION, GENERAL STAFF CORPS AS A SUPPLEMENT TO THE STATEMENT OF A PROPER MILITARY POLICY FOR THE UNITED STATES

WCD 7541-12

ARMY WAR COLLEGE : WASHINGTON
NOVEMBER, 1915

U. S. General staff. War College Division

WASHINGTON
GOVERNMENT PRINTING OFFICE
1916

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War Department,
Document No. 521.
Office of the Chief of Staff.

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1. ORGANIZATION, TRAINING, AND MOBILIZATION OF A FORCE OF CITIZEN SOLDIERY.—2. METHOD OF TRAINING A CITIZEN ARMY ON THE OUTBREAK OF WAR TO INSURE ITS PREPAREDNESS FOR FIELD SERVICE.

1. RELATION OF THE TWO SUBJECTS.

In the Statement of a Proper Military Policy for the United States, prepared in the War College Division of the General Staff (par. 42), it is asserted that the force of citizen soldiers "should be prepared to take the field immediately on the outbreak of war, and should have had sufficient previous military training to enable it to meet a trained enemy within three months. Twelve months' intensive training is the minimum that will prepare troops for war service. Therefore, the 500,000 partly trained troops require nine months' military training before war begins." The first subject covers the organization, the nine months' training and the mobilization of these troops prior to the outbreak of war. The second subject refers to the continuation of this training for three months after the outbreak of war to fit the partially trained troops to meet a trained enemy. The two subjects are so closely related that it is thought best to consider them together in one paper.

2. GUIDE FOR THE STUDY OF THE SUBJECTS.

The Statement of Military Policy, dated September, 1915, has been taken as a guide in considering length of enlistment, numbers, organization by years, etc. Modifications made in other reports to the Secretary of War have been disregarded. The enlistment period has therefore been taken as eight years, three with the colors and five on furlough, and the enlisted strength required as 500,000 men. If it should be considered desirable to reduce the enlistment period to six years, it would only be necessary to cut the time on furlough from five to three years. If it should be decided to have but 400,000 men in this force, a 20 per cent reduction in numbers will be necessary.

The war strength of units, as given in the Tables of Organization, 1914, has been used in all calculations, except that for the first year the legal maximum of 150 men for Infantry companies and 100 men for Cavalry troops has been allowed to provide for the men later taken for machine-gun and headquarters companies. It is recognized that changes in the Tables of Organization are desirable, and will probably be made as a result of legislation recommended. For instance, the War College Division has recommended, and the Secretary of War, it is understood, has approved the addition of a machine-gun company to each regiment of Infantry and Cavalry, a headquarters company, and a supply company to each regiment of Infantry, Cavalry, and Field Artillery, and three regiments of

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Field Artillery, a regiment of Engineers, and an aero squadron for a division; but, as these changes have not yet been confirmed by law, or the issue of orders, it is thought best at present to base calculations on the only authoritative publication we have, the Tables of Organization. When the continental army is authorized by law, the figures will have to be changed to conform to the numbers and organization therein prescribed.

3. ORGANIZATION.

In the study of the organization of this force, the numbers given in the table in the Epitome, Military Policy, dated July 10, 1915, have been taken as a basis, viz, 185,000 recruits required each year; strength of continental army, 185,000 the first year, 351,500 the second year, 500,000 the third and subsequent years.

In deciding on the apportionment of the given strength each year among the different branches of the service, a field army consisting of three Infantry divisions, one Cavalry division, one brigade (two regiments) of Heavy Field Artillery, one pontoon battalion of Engineers, and one aero squadron of the Signal Corps was taken as a basis. In such a force the percentage of different arms of the service are nearly as follows: Infantry, 63; Cavalry, 14; Field Artillery, 13 (divided proportionally into light, horse, and heavy field artillery); Engineers, 3; Signal Corps, 1; Quartermaster Corps, 2; Hospital Corps, 4.

As recommended in the Statement of a Proper Military Policy, companies only have been organized the first year, battalions the second year, and regiments the third year.

No attempt has been made to organize the part of the continental army on furlough. This can easily be done later, if a law authorizing a continental army is passed, and the experiment proves a success during its first three years of trial.

The result of the study on organization is shown in Tables A, B, C, D, which with their notes are believed to be self-explanatory.

4. TABLE A.—*Estimates of numbers.*

	Recruits required.	Number organized at beginning of training season.	Number on furlough at beginning of year.	Reserve officers with continental army.	Extra Regular officers for continental army.	Total reserve officers if men on furlough are organized.
First year	[1] 185,000	185,000	.....	[2] 4,625	[3] 462	4,625
Second year	185,000	351,500	.....	[4] 9,842	879	9,842
Third year	185,000	500,000	.....	[5] 16,000	1,250	16,000
Fourth year	185,000	500,000	134,865	[6] 18,000	1,250	[3] 22,855
Fifth year	185,000	500,000	256,244	18,000	1,250	27,225
Sixth year	185,000	500,000	365,485	18,000	1,250	30,077
Seventh year	185,000	500,000	464,802	18,000	1,250	34,733
Eighth year	185,000	500,000	553,287	18,000	1,250	37,918

[1] Allows for a loss of 10 per cent each year.
[2] 2.5 per cent of enlisted strength for company officers.
[3] Taken from table in Epitome of Military Policy.
[4] 2.8 per cent of enlisted strength for battalion officers.
[5] 3.2 per cent of enlisted strength for regimental officers.
[6] 3.6 per cent of enlisted strength for organization into divisions, etc.

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5. TABLE B.—*Organization for first three years.*

	First year.	Second year.	Third year.
Recruits required for continental army	185,000	185,000	185,000
Numbers in continental army beginning training	185,000	351,500	500,000
Infantry, 63 per cent of total strength	116,550	221,445	315,000
Infantry companies [1]	793	.....	.....
Infantry battalions [1]	.....	395	.....
Infantry regiments	.....	.....	171
Cavalry, 14 per cent of total strength	25,900	49,210	70,000
Cavalry troops [1]	265	.....	.....
Cavalry squadrons [1]	.....	136	.....
Cavalry regiments	.....	.....	56
Field Artillery, 13 per cent total strength	23,050	45,695	65,000
Light artillery batteries [1]	89	.....	.....
Horse artillery batteries	14	.....	.....
Heavy field artillery batteries	25	.....	.....
Light artillery battalions	.....	57	.....
Horse artillery battalions	.....	9	.....
Heavy field artillery battalions	.....	25	.....
Light artillery regiments [2]	.....	.....	38
Horse artillery regiments	.....	.....	6
Heavy field artillery regiments	.....	.....	12
Engineers, 3 per cent of total	5,550	10,545	15,000
Pioneer companies	22	.....	.....
Pioneer companies, mounted	8	.....	.....
Ponton companies, light equipment	3	.....	.....
Ponton companies, heavy equipment	6	.....	.....
Pioneer battalions [2]	.....	14	19
Pioneer battalions, mounted	.....	5	6
Pontoon battalions	.....	5	8
Signal Corps, 1 per cent of total	1,850	3,515	5,000
Wire companies	8	.....	.....
Radio companies	8	.....	.....
Headquarters companies (Cavalry Signal battalion)	3	.....	.....
Radio companies (Cavalry Signal battalion)	3	.....	.....
Aero companies	5	.....	.....
Field battalions [2]	.....	14	19
Field battalions, cavalry	.....	5	6
Aero squadrons	.....	5	10
Hospital Corps, 4 per cent of total	7,400	14,060	20,000
Instruction companies, 74 men each [3]	100	121	.....
On duty with other troops	.....	5,071	6,396
Ambulance companies	.....	.....	94
Field Hospital companies	.....	.....	63
Quartermaster Corps, 2 per cent of total [1]	3,700	7,030	10,000
Assigned to duty with organizations	.....	.....	9,495
Under instruction in quartermaster work	.....	.....	505

[1] For the first two years the allowance of Quartermaster Corps men are trained as additional infantry, cavalry, and field artillery units, with a view to having men with some training and discipline for transfer to the Quartermaster Corps when they are needed for attaching to larger organizations.

[2] In the third year the numbers of regiments of field artillery and battalions of engineers and signal corps are apportioned with a view to assignment to infantry and cavalry divisions and field armies.

[3] In the apportionment of the Hospital Corps, the allowance is divided the first year into instruction companies; the second year, proportional parts of regimental allowances are attached to battalions and the remainder divided into instruction companies; in the third year the number of ambulance companies and field hospital companies needed for future divisions are organized.

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6. TABLE C.—*Officers first three years.*

	Colonels.	Lieutenant Colonels.	Chaplains.	Majors.	Captains.	First lieutenants.	Second lieutenants.	Totals.
FIRST YEAR.								
793 Infantry companies	.....	.....	.....	.....	793	793	793	2,379
265 Cavalry troops	.....	.....	.....	.....	265	265	265	795
89 batteries light artillery	.....	.....	.....	.....	89	178	178	445
14 batteries horse artillery	.....	.....	.....	.....	14	28	28	70
25 batteries heavy field artillery	.....	.....	.....	.....	25	50	50	125
Total field artillery	.....	.....	.....	.....	128	256	256	640
Engineers:								
22 pioneer companies	.....	.....	.....	.....	22	44	22	88
8 pioneer companies, mounted	.....	.....	.....	.....	8	8	8	24
3 ponton companies, light equipment	.....	.....	.....	.....	3	6	3	12
6 ponton companies, heavy equipment	.....	.....	.....	.....	6	12	6	24
Total engineers	.....	.....	.....	.....	39	70	39	148
Signal Corps:								
8 wire companies	.....	.....	.....	.....	8	16	.....	24
8 radio companies	.....	.....	.....	.....	8	16	.....	24
3 headquarter companies, Cavalry battalion	.....	.....	.....	.....	3	6	.....	9
3 radio companies, Cavalry battalion	.....	.....	.....	.....	3	6	.....	9
5 aero companies	.....	.....	.....	.....	15	30	.....	45
Total Signal Corps	.....	.....	.....	.....	37	74	.....	111
Medical Corps:								
100 instruction companies	.....	.....	.....	.....	100	200	.....	300
Quartermaster Corps:								
Under instruction	.....	.....	.....	.....	92	.....	.....	92
Total	.....	.....	.....	.....	1,454	1,654	1,353	4,461
SECOND YEAR.								
395 Infantry battalions	.....	.....	.....	395	1,580	1,580	1,580	4,135
136 Cavalry squadrons	.....	.....	.....	136	544	544	680	1,904
57 battalions light artillery	.....	.....	.....	57	228	342	399	1,026
9 battalions horse artillery	.....	.....	.....	9	36	54	63	162
25 battalions heavy field artillery	.....	.....	.....	25	75	100	125	325
Total Field Artillery	.....	.....	.....	91	339	496	587	1,513
Engineers:								
14 pioneer battalions	.....	.....	.....	14	56	98	42	210
5 pioneer battalions, mounted	.....	.....	.....	5	25	20	15	65
5 ponton battalions	.....	.....	.....	5	20	35	15	75
Total Engineers	.....	.....	.....	24	101	153	72	350
Signal Corps:								
14 field battalions	.....	.....	.....	14	28	70	.....	112
5 field battalions, Cavalry	.....	.....	.....	5	10	25	.....	40
5 aero squadrons	.....	.....	.....	5	30	65	.....	100
Total Signal Corps	.....	.....	.....	24	68	160	.....	252
Medical Corps:								
121 instruction companies	.....	.....	.....	.....	121	242	.....	363
With troops	.....	.....	.....	.....	214	93	.....	307
Total Medical Corps	.....	.....	.....	.....	335	335	.....	670
Total	.....	.....	.....	670	2,967	3,268	2,919	9,824
THIRD YEAR.								
171 Infantry Regiments	171	171	171	513	2,565	2,565	2,565	8,721
56 Cavalry Regiments	56	56	56	168	840	840	840	2,856
38 Regiments Light Artillery	38	38	38	76	418	494	494	1,596
6 Regiments Horse Artillery	6	6	6	12	66	78	78	252
12 Regiments Heavy Field Artillery	12	12	12	36	144	156	168	540
Total Field Artillery	56	56	56	124	628	728	740	2,388

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6. TABLE C.—*Officers first three years*—Continued.

	Colonels.	Lieutenant Colonels.	Chaplains.	Majors.	Captains.	First lieutenants.	Second lieutenants.	Totals.
THIRD YEAR—continued.								
Engineers:								
19 pioneer battalions	.....	.....	.....	19	76	133	60	288
6 pioneer battalions, mounted	.....	.....	.....	6	30	24	18	78
8 ponton battalions	.....	.....	.....	8	32	56	24	120
Total Engineers	.....	.....	.....	33	138	213	102	486
Signal Corps:								
19 field battalions	.....	.....	.....	19	38	95	.....	152
6 field battalions, cavalry	.....	.....	.....	6	12	30	.....	48
10 aero squadrons	.....	.....	.....	10	60	130	.....	200
Total Signal Corps	.....	.....	.....	35	110	255	.....	400
Medical Corps:								
Duty with other troops	.....	.....	.....	283	343	461	.....	1,087
Total	283	283	283	1,156	4,651	5,116	4,247	16,019
Medical Corps for duty with Divisional Troops—94 Ambulance Companies and 63 Field Hospital Companies	.....	.....	.....	107	220	565	.....	.....

NOTE.—Quartermaster Corps officers under instruction not counted in totals in second and third years.

7. TABLE D.—*Fourth to eighth years.*

Organizations.	Officers.				Enlisted men.	
	Combatant.	Medical.	Chaplains.	Totals.	Infantry.	Cavalry
19 Infantry divisions	11,780	1,786	228	13,794	313,956	23,484
6 Cavalry divisions	2,898	306	42	3,246	.....	44,496
Available for field armies:						
1 regiment Cavalry	50	3	1	54	.....	1,236
12 regiments Heavy Field Artillery	528	36	12	576	.....	.....
8 ponton battalions, Engineers	120	8	.....	128	.....	.....
10 aero squadrons, Signal Corps	200	10	.....	210	.....	.....
Total	15,576	2,149	283	18,008	313,956	69,216

Organizations.	Enlisted men.					
	Field Artillery.	Engineers.	Signal Corps.	Hospital Corps.	Quartermaster Corps.	Totals.
19 Infantry divisions	42,864	9,386	3,097	15,694	10,602	419,083
6 Cavalry divisions	6,768	1,620	978	2,688	1,998	58,548
Available for field armies:						
1 regiment Cavalry	.....	.....	.....	16	32	1,284
12 regiments Heavy Field Artillery	14,640	.....	.....	228	300	15,168
8 ponton battalions, Engineers	.....	3,952	.....	32	72	4,056
10 aero squadrons, Signal Corps	.....	.....	900	30	10	940
Total	64,272	14,958	4,975	18,688	13,014	499,079

NOTE 1.—With full allowance of Quartermaster Corps men with organizations its numbers amount to 2.6 per cent of total, while for other arms the numbers are a little below the percentages heretofore given.

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8. PRINCIPLES GOVERNING DISTRIBUTION.

Being closely connected with organization and a necessary preliminary to recruiting, training, and mobilization, the distribution of the force must be decided upon. The distribution here recommended is made in accordance with the following principles:

1. The units of each Infantry and Cavalry division should, in order to facilitate mobilization and supervision of training, be located in contiguous territory. This idea is carried out by dividing the country into 25 divisional areas, of which 19 are assigned for Infantry divisions and 6 for Cavalry divisions.

2. The troops should be distributed approximately in proportion to poulation. The only political or geographical subdivisions within the United States made on the basis of population are congressional districts. These districts can, therefore, be used as a convenient unit in forming divisional areas. There are 414 such districts in the United States, an average of between 16 and 17 districts per area. In the following grouping all areas are given 16 or 17 districts, except one each of 15, 18, and 19.

3. The population within each divisional area should be of such a character as to furnish suitable men for the different branches of the service. This is accomplished by having within each area urban sections, rural sections, colleges with technical courses, and by assigning to the Cavalry divisions sections where horses can be obtained and the population is accustomed to their use.

9. DIVISIONAL AREAS.

First Infantry divisional area.—All of Maine, New Hampshire, and Vermont and the sixth, seventh, eighth, ninth, tenth, eleventh, twelfth, and fourteenth congressional districts of Massachusetts. Total, 16 districts. Headquarters, Boston, Mass.

Second Infantry divisional area.—The first, second, third, fourth, fifth, thirteenth, fifteenth, and sixteenth congressional districts of Massachusetts; all of Rhode Island and Connecticut. Total, 16 districts. Headquarters, Providence, R. I.

Third Infantry divisional area.—The first to seventeenth congressional districts of New York. Total, 17 districts. Headquarters, New York City.

Fourth Infantry divisional area.—The eighteenth to thirty-fourth congressional districts of New York. Total, 17 districts. Headquarters, Albany, N. Y.

Fifth Infantry divisional area.—The thirty-fifth to forty-third districts of New York and the tenth, eleventh, fourteenth, fifteenth, sixteenth, twenty-first, twenty-sixth, and twenty-eighth districts of Pennsylvania. Total, 17 districts. Headquarters, Buffalo, N. Y.

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Sixth Infantry divisional area.—The sixth, seventh, eighth, ninth, twelfth, thirteenth, seventeenth, eighteenth, nineteenth, twentieth, twenty-second, twenty-third, twenty-seventh, twenty-ninth, thirtieth, thirty-first, and thirty-second districts of Pennsylvania. Total, 17 districts. Headquarters, Pittsburg, Pa.

Seventh Infantry divisional area.—The first to fifth districts of Pennsylvania; all of New Jersey. Total, 17 districts. Headquarters, Philadelphia, Pa.

Eighth Infantry divisional area.—All of North Carolina and South Carolina. Total, 17 districts. Headquarters, Charleston, S. C.

Ninth Infantry divisional area.—All of Florida, Georgia, and the third district of Tennessee. Total, 16 districts. Headquarters, Atlanta, Ga.

Tenth Infantry divisional area.—All of Alabama and Mississippi. Total, 17 districts. Headquarters, Birmingham, Ala.

Eleventh Infantry divisional area.—The twenty-fourth and twenty-fifth districts of Pennsylvania; the seventh, eighth, tenth to twenty-first districts of Ohio. Total, 16 districts. Headquarters, Cleveland, Ohio.

Twelfth Infantry divisional area.—The first to sixth and the ninth districts of Ohio; the first to ninth districts of Indiana. Total, 16 districts. Headquarters, Cincinnati, Ohio.

Thirteenth Infantry divisional area.—The tenth to thirteenth districts of Indiana; all of Michigan. Total, 16 districts. Headquarters, Detroit, Mich.

Fourteenth Infantry divisional area.—All of Wisconsin and the first, tenth, eleventh, twelfth, and thirteenth districts of Illinois. Total, 16 districts. Headquarters, Milwaukee, Wis.

Fifteenth Infantry divisional area.—The first to sixth, eighth, ninth, seventeenth, eighteenth, nineteenth, twenty-second to twenty-fifth districts of Illinois. Total, 15 districts. Headquarters, Chicago, Ill.

Sixteenth Infantry divisional area.—All of Minnesota, North Dakota, South Dakota, and Montana. Total, 17 districts. Headquarters, Minneapolis, Minn.

Seventeenth Infantry divisional area.—All of Louisiana, Oklahoma, and the first, second, third, and fourth districts of Texas. Total, 17 districts. Headquarters, New Orleans, La.

Eighteenth Infantry divisional area.—The fifth to sixteenth districts of Texas, all of New Mexico, Arizona, Utah, and Nevada. Total, 17 districts. Headquarters, San Antonio, Tex.

Nineteenth Infantry divisional area.—All of California, Oregon, Idaho, and Washington. Total, 19 districts. Headquarters, San Francisco, Cal.

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First Cavalry divisional area.—All of Delaware, Maryland, and Virginia. Total, 17 districts. Headquarters, Baltimore, Md.

Second Cavalry divisional area.—All of West Virginia and Kentucky. Total, 16 districts. Headquarters, Louisville, Ky.

Third Cavalry divisional area.—All of Tennessee, except the third district; all of Arkansas. Total, 16 districts. Headquarters, Memphis, Tenn.

Fourth Cavalry divisional area.—All of Iowa, the fourteenth, fifteenth, sixteenth, twentieth, and twenty-first districts of Illinois. Total, 16 districts. Headquarters, Des Moines, Iowa.

Fifth Cavalry divisional area.—All of Missouri. Total, 16 districts. Headquarters, St. Louis, Mo.

Sixth Cavalry divisional area.—All of Kansas, Nebraska, Colorado, and Wyoming. Total, 17 districts. Headquarters, Omaha, Nebr.

10. TABLE E.

Organizations in Infantry divisional areas.	First Infantry divisional area.			Second Infantry divisional area.			Third Infantry divisional area.		
	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.
Infantry	41	20	9	41	20	9	42	21	9
Cavalry	5	3	1	5	2	1	5	2	1
Artillery:									
Light	5	3	2	5	3	2	5	3	2
Heavy	2	2	1	.....	.....	.....	2	2	1
Engineers:									
Pioneer	2	1	1	2	1	1	1	1	1
Ponton	.....	.....	.....	.....	1	1	2	1	1
Signal Corps:									
Field	1	1	1	1	1	1	.....	.....	1
Aero	1	1	1	.....	.....	.....	1	1	1
Hospital Corps:									
Instruction companies	4	5	1	4	5	1	4	5	2
Ambulance companies	.....	.....	4	.....	.....	4	.....	.....	4
Field-hospital companies	.....	.....	3	.....	.....	3	.....	.....	3

Organizations in Infantry divisional areas.	Fourth Infantry divisional area.			Fifth Infantry divisional area.			Sixth Infantry divisional area.		
	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.
Infantry	42	21	9	42	21	9	42	21	9
Cavalry	5	2	1	5	2	1	5	3	1
Artillery:									
Light	5	3	2	5	3	2	5	3	2
Heavy	2	2	1	2	2	1	2	2	1
Engineers:									
Pioneer	1	1	1	1	1	1	1	1	1
Ponton	.....	.....	.....	.....	.....	.....	.....	.....	.....
Signal Corps:									
Field	1	1	1	1	1	1	.....	.....	1
Aero	.....	.....	.....	.....	.....	.....	1	1	1
Hospital Corps:									
Instruction companies	4	5	1	4	5	1	4	5	1
Ambulance companies	.....	.....	4	.....	.....	4	.....	.....	4
Field-hospital companies	.....	.....	3	.....	.....	3	.....	.....	3

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10. TABLE E—Continued.

Organizations in Infantry divisional areas.	Seventh Infantry divisional area.			Eighth Infantry divisional area.			Ninth Infantry divisional area.		
	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.
Infantry	42	21	9	42	21	9	41	20	9
Cavalry	5	3	1	5	2	1	5	3	1
Artillery:									
Light	5	3	2	5	3	2	5	3	2
Heavy	2	2	1	2	2	1			
Engineers:									
Pioneer	1	1	1			1	2	1	1
Ponton					1	1			
Signal Corps:									
Field	1	1	1	1	1	1	1	1	1
Aero									1
Hospital Corps:									
Instruction companies	4	5	1	4	5	1	4	5	1
Ambulance companies			4			4			4
Field-hospital companies			3			3			3

Organizations in Infantry divisional areas.	Tenth Infantry divisional area.			Eleventh Infantry divisional area.			Twelfth Infantry divisional area.		
	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.
Infantry	44	21	9	41	20	9	42	21	9
Cavalry	5	3	1	5	3	1	5	3	1
Artillery:									
Light	5	3	2	5	3	2	5	3	2
Heavy	2	2	1						
Engineers:									
Pioneer			1	2	1	1	2	1	1
Ponton									
Signal Corps:									
Field	1	1	1	1	1	1	1	1	1
Aero									
Hospital Corps:									
Instruction companies	4	5	1	4	5	1	4	5	1
Ambulance companies			4			4			4
Field Hospital companies			3			3			3

Organizations in Infantry divisional areas.	Thirteenth Infantry divisional area.			Fourteenth Infantry divisional area.			Fifteenth Infantry divisional area.		
	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.
Infantry	42	21	9	42	21	9	41	21	9
Cavalry	5	3	1	5	3	1	5	2	1
Artillery:									
Light	4	3	2	4	3	2	4	3	2
Heavy									
Engineers:									
Pioneer	2	1	1	2	1	1	2	1	1
Ponton							2	1	1
Signal Corps:									
Field	1	1	1	1	1	1			1
Aero									1
Hospital Corps:									
Instruction companies	4	5	1	4	5	1	4	5	1
Ambulance companies			4			4			4
Field Hospital companies			3			3			3

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10. TABLE E—Continued.

Organizations in Infantry divisional areas.	Sixteenth Infantry divisional area.			Seventeenth Infantry divisional area.		
	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.
Infantry	42	21	9	42	21	9
Cavalry	5	2	1	5	3	1
Artillery:						
Light	4	3	2	4	3	2
Heavy	2	2	1	2	2	1
Engineers:						
Pioneer			1			1
Ponton				2	1	1
Signal Corps:						
Field			1			1
Aero			1			
Hospital Corps:						
Instruction companies	4	5	1	4	5	1
Ambulance companies			4			4
Field Hospital companies			3			3

Organizations in Infantry divisional areas.	Eighteenth Infantry divisional area.			Nineteenth Infantry divisional area.		
	First year, companies.	Second year, battalions.	Third year, regiments.	First year, companies.	Second year, battalions.	Third year, regiments.
Infantry	42	21	9	42	21	9
Cavalry	5	2	1	5	3	2
Artillery:						
Light	4	3	2	5	3	2
Heavy	2	2	1	3	3	1
Engineers:						
Pioneer			1	1	1	1
Ponton				1	1	1
Signal Corps:						
Field	2	1	1	2	1	1
Aero				1	1	1
Hospital Corps:						
Instruction companies	4	5	1	4	5	2
Ambulance companies			4			4
Field Hospital companies			3			3

11. TABLE F.—*Organizations in Cavalry divisional areas.*

Organizations in Cavalry divisional areas.	First Cavalry divisional area.			Second Cavalry divisional area.			Third Cavalry divisional area.		
	First year, troops.	Second year, squadrons.	Third year, regiments.	First year, troops.	Second year, squadrons.	Third year, regiments.	First year, troops.	Second year, squadrons.	Third year, regiments.
Cavalry	29	15	6	28	14	6	28	14	6
Horse artillery	3	2	1	2	1	1	2	1	1
Engineers:									
Pioneer, mounted	1	1	1	2	1	1			1
Ponton			1				2	1	1
Signal Corps:									
Field companies	2	1	1	1	1	1			1
Aero companies			1						
Hospital Corps:									
Instruction companies	4	5		4	4		4	4	
Ambulance companies			3			3			3
Field hospital companies			1			1			1

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11. TABLE F.—*Organizations in Cavalry divisional areas*—Continued.

Organizations in Cavalry divisional areas.	Fourth Cavalry divisional area.			Fifth Cavalry divisional area.			Sixth Cavalry divisional area.		
	First year, troops.	Second year, squadrons.	Third year, regiments.	First year, troops.	Second year, squadrons.	Third year, regiments.	First year, troops.	Second year, squadrons.	Third year, regiments.
Cavalry	28	14	6	28	15	6	29	15	6
Horse artillery	2	2	1	2	1	1	3	2	1
Engineers:									
Pioneer, mounted	2	1	1	2	1	1	1	1	1
Ponton									
Signal Corps:									
Field companies	1	1	1	1	1	1	1	1	1
Aero companies			1				1	1	1
Hospital Corps:									
Instruction companies	4	4		4	4		4	4	
Ambulance companies			3			3			3
Field hospital companies			1			1			1

12. TRAINING.

The War College Division of the General Staff has recommended that the nine months' training of the continental army be given in three yearly periods of three months each. It has also recommended that companies only be organized the first year, battalions the second year, and regiments the third year. Following these ideas the following apportionment of time is suggested:

	First month.	Second month.	Third month.
First year	Recruit training	Company training	Company training.
Second year	Company training	Battalion training	Battalion training.
Third year	Company and battalion training.	....do	Regimental training.

This division is based on these considerations: Training of troops, like all other training, consists of two elements—instruction and practice. Generally speaking, the instruction takes comparatively little time. Practice to the point of proficiency takes much longer. In part of the troop training, such as drill, the instruction consists in teaching certain mechanical movements, and the practice is but a repetition of such movements, either individually or collectively. In other training, such as field work, the instruction consists in the demonstration of the best methods to accomplish certain ends, and the practice consists of exercises which illustrate the application of these methods under varying conditions. The recruit period is devoted to instruction and some practice in the duties of individuals and small units. In the company period individual and small unit instruction are continued to some extent, and their practice is kept up throughout the company training. In like manner, in battalion and regimental movements, while the instruction is largely for officers, the practice of what has previously been learned by individuals,

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squads, and companies continues throughout. The time allotted to each kind of training, therefore, is not to be taken as a measure of its importance. Individual training, for instance, is considered of the greatest importance, and, as pointed out above, it is not confined to the month allotted to recruit training, but continuous throughout the entire period.

During the first two years—that is, during the periods of company and battalion training—it is not essential that large bodies of troops should be assembled in one place. The extent of concentration should depend on getting suitable grounds for camping and training, transportation costs, and the number of regular officers available to take charge. Military reservations, either National or State, should be used where available. To reduce the number of regular officers required organizations equal at least to the strength of a regiment should be assembled in each place the first two years. Each one would not be required to travel a great distance, and the transportation cost could be kept within reasonable limits. The third year, in order to have proper supervision and let regiments have the benefit of contact and association with others, several regiments should be ordered to the same place.

The time to be devoted to training each day is a subject that requires careful consideration. On the one hand we realize that the period available is all too short for the desired end to be accomplished, and that no time should be wasted. On the other, experienced officers know that when kept at a given task too long men lose interest in their work and become stale. A recent report by Capt. J. W. Barker, Third Infantry, now in France, quotes a circular on intensive infantry training in the French Army. There the schedules provide for a course of 3 hours in the morning, divided into 6 periods of 25 minutes each, and of 4 hours in the afternoon. The latter time is devoted to the different phases of field training. This is believed to be a very good allotment of time. In the morning the drills are so short that interest can be maintained; there is a short rest between the periods; there is a space of about two hours which can be used for theoretical instruction of officers and necessary administrative work. The evenings are left free for rest, recreation, or social intercourse.

In this paper it is not considered practicable to go into the details of training—that is, to prepare programs and schedules of instruction. These should be prepared for each arm of the service by competent officers of that arm. While an exact uniformity of training of the units of the continental army can not be expected from troops scattered all over the United States, with its great variety of terrain and climate, as great a degree of uniformity as possible should be attempted. To this end programs of instruction should be issued by

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a central authority, setting forth the subjects in which training is to be given and the approximate time to be devoted to each. The weekly and daily schedules based on these programs should be prepared by the Regular officers detailed as instructors in each locality, and will necessarily be varied, within the prescribed limits, according to local conditions. These programs and schedules should keep in view the end for which these men are being trained—to prepare them for field service in war. Too much time should not be devoted to close-order drills, though these should not be neglected. They are valuable in teaching men instant and unquestioned obedience to the orders of their superiors, and their frequent practice will tend to make this a habit. For this reason they are an important auxiliary in inculcating discipline. After a reasonable degree of proficiency—not the precision approaching perfection—is attained these drills should be held for only a short period each day, but to prevent the acquisition of loose habits there should be some close-order drill every day during the period of company, battalion, and regimental training. The greater portion of the time should be devoted to training in the duties pertaining to fieldwork, including target practice and combat firing. In the third year all troops should have their full equipment. The proper training of regiments requires that they should take the field with their allowance of transportation, etc., and the training of engineer, signal, and sanitary troops will be ineffective if not properly equipped.

13. TRAINING OF OFFICERS.

The selection of officers does not come within the scope of this paper. It is assumed that they will be chosen, after examination, from persons who have had some military training, such as former officers of the Regular Army and the militia, noncommissioned officers of the Regular Army and the militia, graduates of schools with a military department having a Regular officer as instructor, etc. The first year it will be necessary to appoint company officers only. The previous training of these men will necessarily be somewhat varied, but the examination before appointment should set a standard of military knowledge on which to base courses of theoretical and practical instruction. The officers should be appointed at least six months before the time set for the training season of troops. During this period the best method of training them would be to attach them to organizations of Regular troops, when they could receive both theoretical instruction in garrison schools and practical instruction in administration, garrison, and fieldwork. This practical course should include opportunity to act as instructors and to exercise command. (Many schemes of instruction minimize the importance of

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administration and provide for the least possible time being given to work of that character, but for a company officer especially a thorough knowledge of such duties is essential to proper command. Upon it depend largely the discipline, proper equipment, and feeding of his company.) If it is found not to be practicable to attach officers to Regular organizations as recommended, the next best thing is a theoretical course conducted by the correspondence method. This would necessarily defer the practical instruction of officers to the period of training of troops, and would increase very materially the work of the Regular officers during that period. The reserve officers will have such a knowledge of close and extended order drill and target practice that their services can be utilized under supervision in the instruction of their men in these respects up to include the school of the company. The instruction in care of equipment and men and in all matters pertaining to fieldwork will be given by the Regular officers to officers and men together. This should be supplemented for the officers by lectures before the exercises and by conferences afterwards. As the officers, either from previous training or special aptitude, show proficiency, they should be selected and utilized as instructors. In the second and third years the theoretical instruction of officers should be continued outside the training period, and during this period the exercises will be devised to give both instruction and practice in the duties of officers in battalions and regiments.

14. MOBILIZATION.

During the first three years there will be ample time for a careful examination of the terrain and transportation facilities of each divisional area, with a view to the selection of the most suitable places for the assembly of divisions in subsequent years. The selection of such sites should be determined by their accessibility, facilities for camping and supply, and suitable terrain for the training of all the elements of the division and the field army troops temporarily attached thereto and for exercises involving the movements of the entire division. It is probable that in the more thickly settled portions of the country it will be necessary to make use of private property and in many cases of land which is ordinarily under cultivation. By having the mobilization in the fall after crops are gathered, arrangements with property owners can be made which will throw open for military use much land of the character desired.

General and staff officers for brigades and divisions should be selected and assigned during the first three years. They should be utilized in selecting the divisional mobilization places, and in studying out, within their respective spheres, all matters pertaining to the

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mobilization of the organizations to which they belong. This would include arrangements for transportation and supply, preparation of orders for movements and a program of duties and exercises covering the entire period of the encampment.

The assembly of divisions gives the only opportunity for general officers and the higher staff officers to practice some of the duties they would be called on to perform in war. It is also of value to other officers and men in showing them the relation of their own smaller units to others in the general scheme of organization and in teaching the necessity for teamwork in any exercises involving the use of large numbers of troops. The mobilization should take place at least every third year in order that the officers should have the necessary practice, and all men should have the experience of association with troops of all branches of the service during the period of their training. The mobilization of the division gives an opportunity for inspections which will show the results of the training in smaller camps and the fitness and sufficiency of all kinds of equipment. Based on these inspections, measures can be taken to correct defects, or, if found necessary, to change plans and policies.

15. METHOD OF TRAINING A CITIZEN ARMY ON THE OUTBREAK OF WAR TO INSURE ITS PREPAREDNESS FOR FIELD SERVICE.

In the preceding portion of this paper there has been no provision made for the organization of field armies, because their composition will depend on the particular work they may be called on to do. This will be determined by the war plans. In consequence they will not be organized until war is imminent and mobilization ordered.

The war plans will also decide the question of the numbers of the continental army on furlough to be called into active service. Unless the full force available is required it may be assumed that they will be called according to their nearness to active training—that is, those last furloughed to be called first. They will be organized according to their previous training and to the needs of the Government.

When mobilization is ordered the units of the continental army, both those then with the colors and those organized from furloughed men, may be ordered to their divisional places of assembly to get their three months' training in whole or in part before proceeding to the field army concentration camps, or the exigencies of the occasion may require the concentration of field armies without delay, in which case troops will be ordered direct from their home stations to such concentration camps. In either event the character of the additional training should be the same. As soon as the troops are assembled, a thorough field inspection should be made by brigade

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commanders of Infantry, Cavalry and Field Artillery, and by the heads of the engineer, signal, quartermaster, and medical departments to ascertain first the condition and adequacy of all equipment and second any defects of previous training that need special correction. Such an inspection will take at least a week, but the time will be well spent. After it is finished, a course of training can be laid out. It will consist of a series of exercises, beginning with as small units as companies and progressing through the larger units and the combination of different arms until all the troops are used. One important purpose and result of these exercises will be the physical training of the men. The object should not be, as in athletic contests, to prepare men for a supreme effort—a condition which can not be sustained—but to bring them up to a state of physical hardness and power of endurance which can be retained for an indefinite period. Special exercises for this purpose will not in general be needed—they may be for some individuals—but the outdoor life, regular habits, substantial food, and physical exertion incident to the military exercises should accomplish the desired end. The exercises should also be devised with a view to obtaining these other effects on the individual; to increase his knowledge of the technique of his work; to improve his facility in handling his arms and tools; to acquire the best methods of caring for himself and conserving his health and strength under varying conditions; to increase his morale by inspiring confidence in himself, his leaders, and his organization; to inculcate discipline. The above applies to both officers and enlisted men. The course should give line officers additional instruction and practice in administrative duties, in caring for their men in camp and on the march, and in the principles of leadership before and during combat. The officers of higher grades should have practice in the direction of the movements of large bodies of troops, which will also give the staff officers the desired practice in their various duties. Particular care should be taken, in all the larger exercises, that transportation and supply should simulate war conditions as nearly as practicable, as the results of campaigns are often dependent on them.

It is believed that a carefully prepared and executed three months' course of field exercises, with a previous nine months' training as a foundation, will go far to give the training indicated above as desirable to insure the preparedness of a citizen army for field service.

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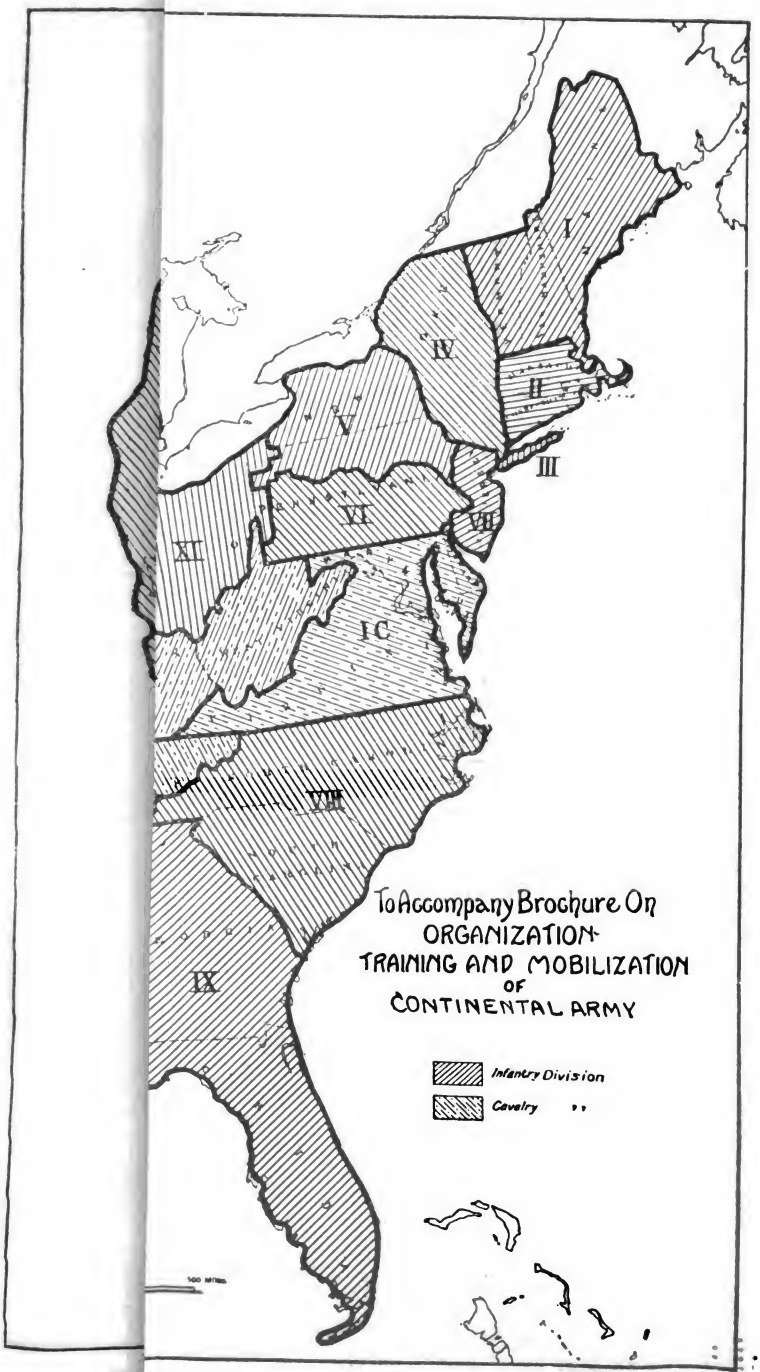

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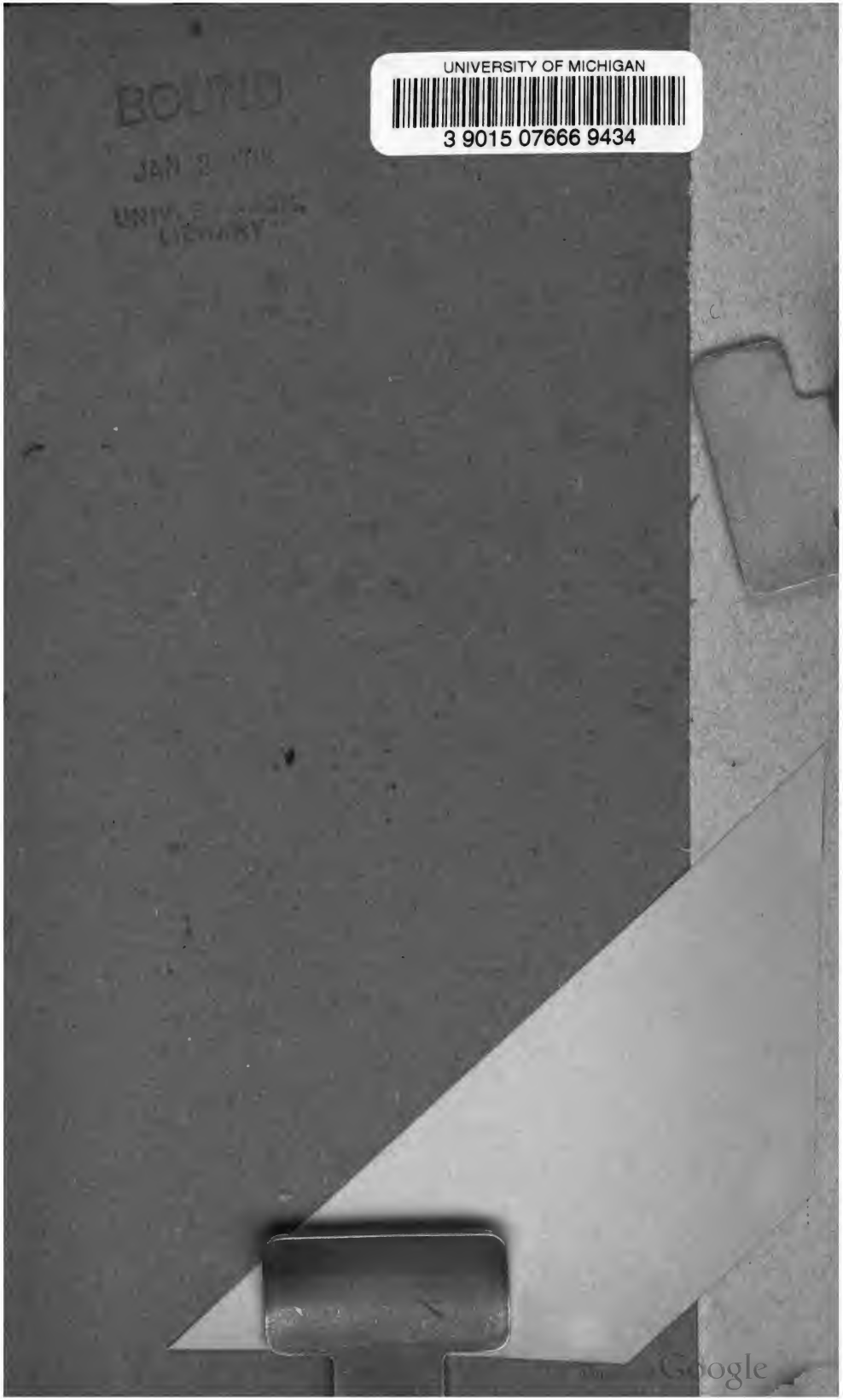
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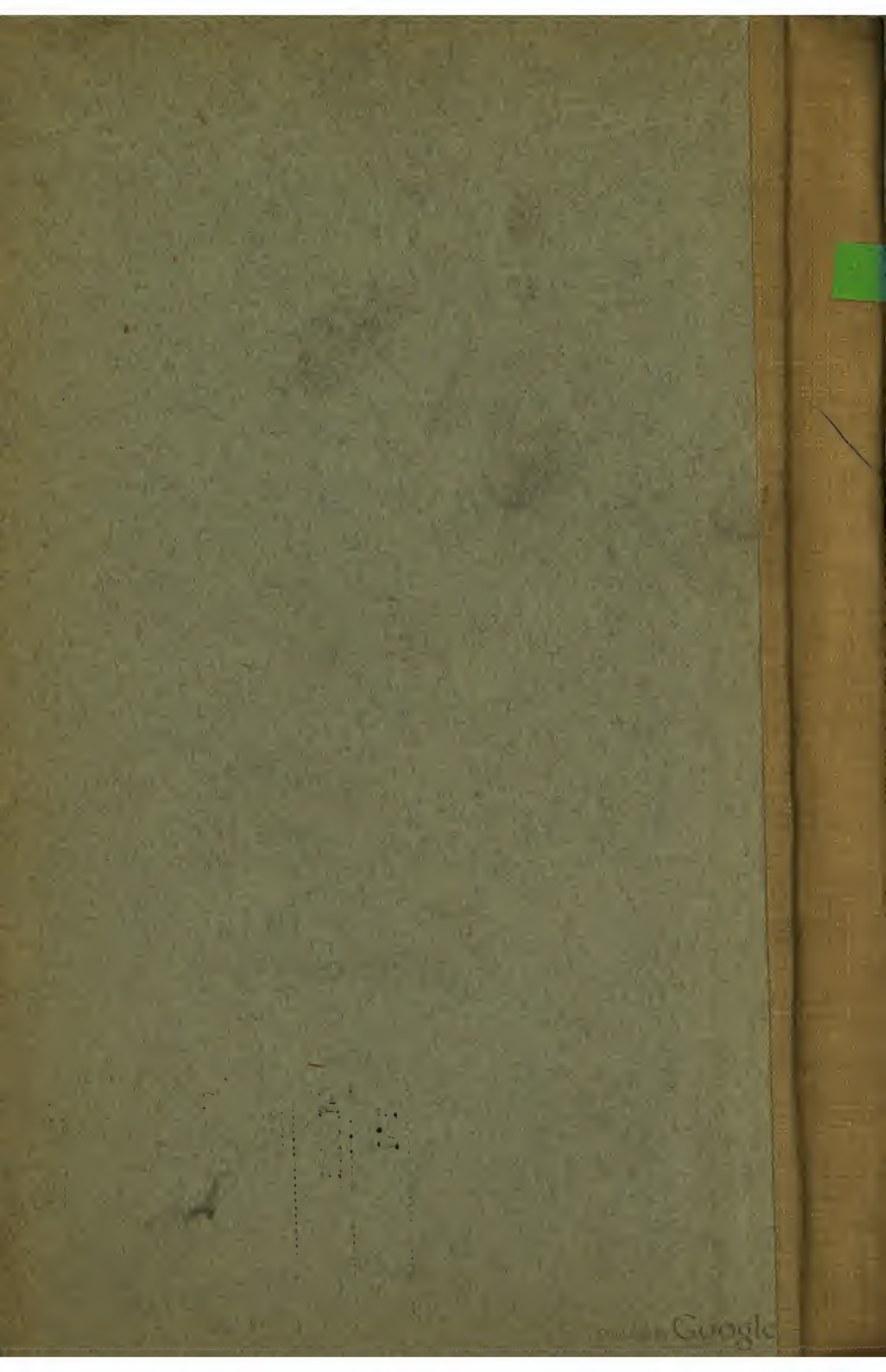
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